**State of Washington
Department of Health**

**Human Resource
Management Report**
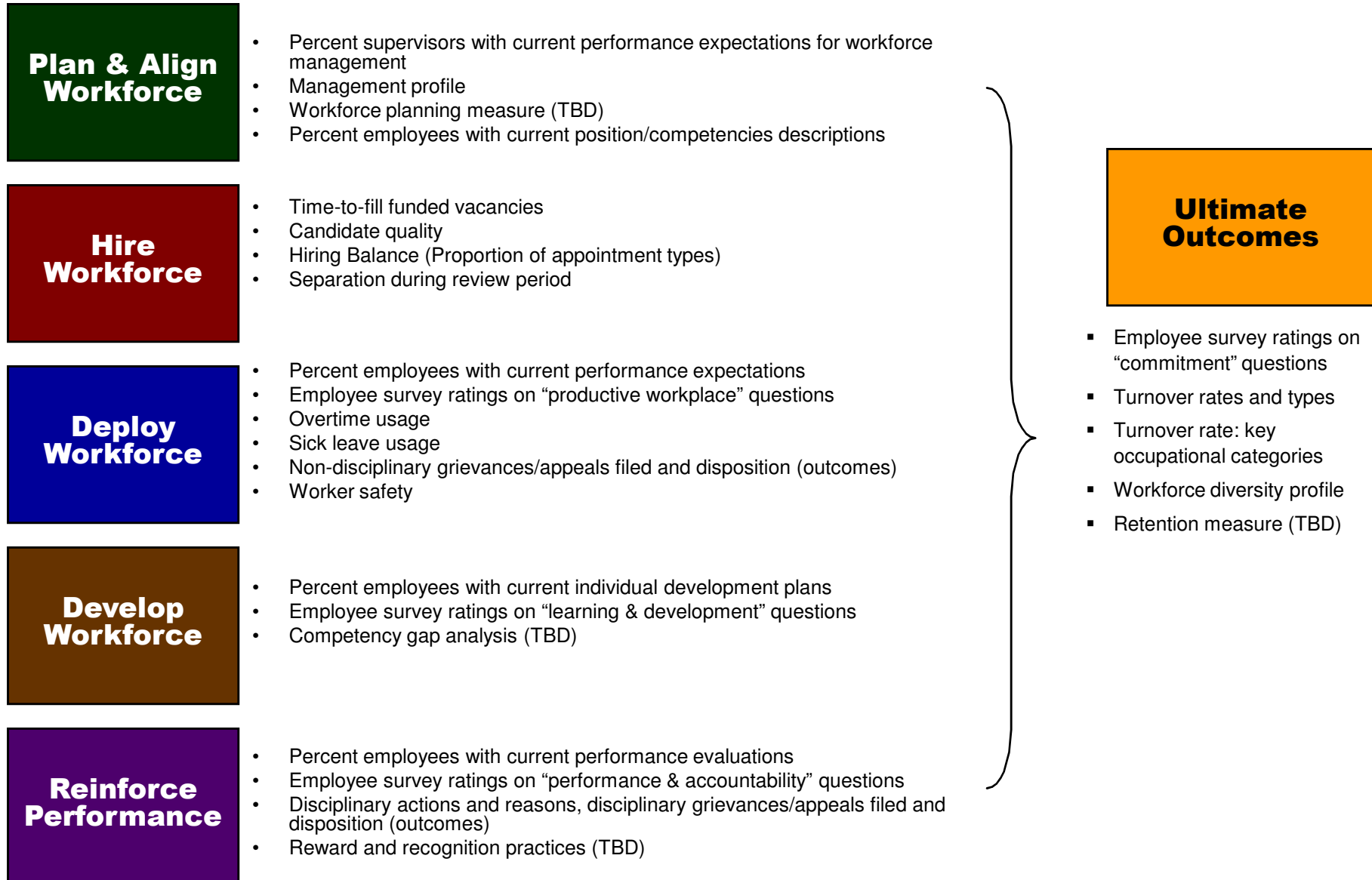
	Plan & Align Workforce	
Hire Workforce	Deploy Workforce	Reinforce Performance
	Develop Workforce	

October 2008

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes** **Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Standard Performance Measures

Plan & Align Workforce
- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce
- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce
- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce
- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance
- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Agency Priority: Low

> **Percent supervisors with current performance expectations _for workforce management_ = 100%***

*Based on 322 of 322 reported number of supervisors

> **WMS Employees Headcount = 148**
>
> **Percent of agency workforce that is WMS = 9.7%**
>
> **Managers* Headcount = 159**
>
> **Percent of agency workforce that is Managers* = 10.4%**
>
> * In positions coded as "Manager" (includes EMS, WMS, and WGS)

WMS Management Type

Management	141
Consultant	3
Policy	4

Analysis:

- Mary Selecky communicated her expectations to the DOH Senior Management Team (SMT) and Chief Administrators on May 30, 2006.

- The SMT members shared that information with their management teams and supervisors during June and early July 2006.

- Percent of agency workforce that is WMS dropped from 9.8% (12/07) to 9.7% (6/08).

- Percent of agency workforce that is Managers dropped from 10.5% (12/07) to 10.4% (6/08).

- Challenge; how to keep current with new supervisors and managers?

Action Steps:

- HR updated the DOH online New Employee Orientation (NEO) to add the expectations as shared by Secretary Selecky during November 2007.

- We have begun a QI project that will identify how training and orientation happens in the agency. Reviewing how new supervisors/managers are oriented will be a part of that review.

Data as of 6/2008
Source: HRMS BI

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Agency Priority: Low

Percent employees with current position/competency descriptions = 74.6%*

*Based on 1057 of 1416 reported employee count
Applies to employees in permanent positions, both WMS & WGS

Analysis:

- Data represents all Position Description Forms (PDFs) reviewed and determined to be current or updated.

- Challenge; when we set up the tracking system we could only track PDFs as part of the performance and development process (when a Performance and Development Plan (PDP) was submitted). If a form came in separately, we were not able to track it.

- We have had system difficulty tracking historical data (i.e., when a date is entered, it overrides the other information).

- Percentage of completed position/competency descriptions improved from 61.4% (12/07) to 74.6% (6/08).

Action Steps:

- The workflow was adjusted to track PDF's that were processed separately from PDP's, effective August 2007.

- IT staff were able to adjust the system to track historical data, effective September 2007

- As we transition to an annual performance and development planning timeline, our communications will also emphasize PDF updating to include competency descriptions which supports goal 4 in the agency's 2009-2011 strategic plan (staff training and performance evaluations).

Time-to-fill / Candidate Quality

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
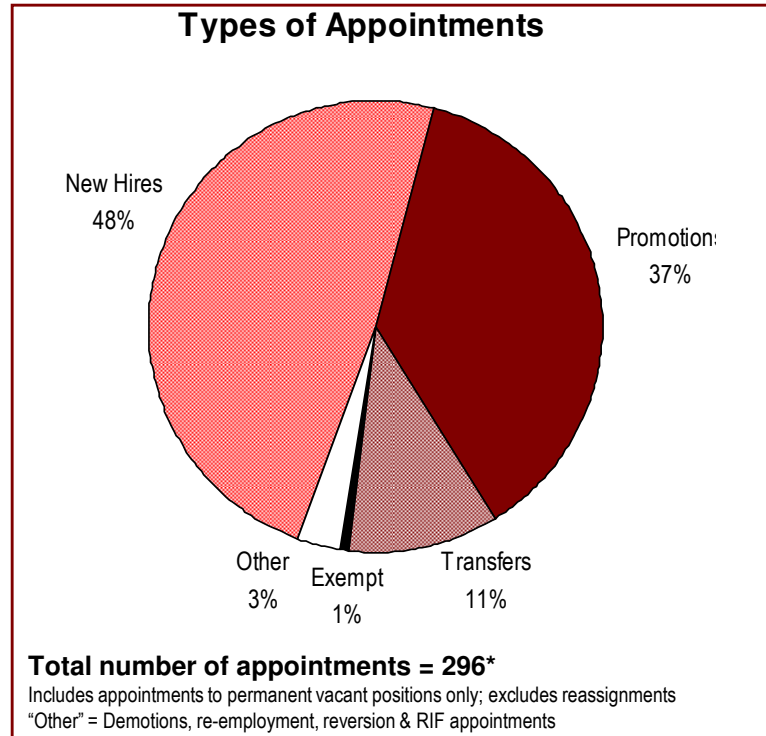
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: Low

Time-to-fill Funded Vacancies

Average number of days to fill*:	48
Number of vacancies filled:	262

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: Medium

Candidate Quality

(219 surveys sent / 168 returned = 77% returned)

	Number	%
Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?	796/834	95

	Yes	No	%
Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?	122/135	13/135	90%

Analysis:

- DOH developed recruitments that were used to fill multiple positions

- DOH utilized existing registers to fill like positions within the same job classification

- It was noted that some hiring supervisors missed key elements of the job during the creation of the Position Description and Job Analysis phase which resulted in key elements being missed on the Job Announcement and Questionnaire

- It was noted from the recruitment log that a few hiring supervisors cancelled recruitments to re-evaluate positions and desired/required elements

Action Steps:

- As time allows, follow up with hiring supervisors to return survey

- Work closer with program HRC when hiring supervisors want to use an existing PDF and Job Analysis, assuring that all elements of the job are described in the PDF/JA as well as the Job Announcement and Questionnaire

Data Time Period: July 2007 through June 2008
Source: DOH Time to Fill Log/DOH Recruitment Client Survey

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low

Types of Appointments

New Hires 48%

Promotions 37%

Other 3%

Exempt 1%

Transfers 11%

Total number of appointments = 296*
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	8
Probationary separations - Involuntary	5
Total Probationary Separations	*13*
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	0
Total Trial Service Separations	*2*
Total Separations During Review Period	**15**

Data Time Period: 7/2007 - 6/2008
Source: HRMS BI

Analysis:

- Types of appointments include appointments to permanent vacant positions only (excludes reassignments and reallocations).

- Data does not include movement to other state agencies (HRMS does not track that type of internal movement).

- The majority of the promotions were from within the state or the agency.

- New hires accounted for nearly half of the appointments for FY08.

Action Steps:

- Continue outreach efforts to identify new candidate sources.

- We are focusing on building competent and diverse candidate pools using our GAAPCom goals as guidance.

Deploy Workforce

Current Performance Expectations

Agency Priority: Low

Percent employees with current performance expectations = 68%*

*Based on 934 of 1365 reported employee count
Applies to employees in permanent positions, both WMS & WGS

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

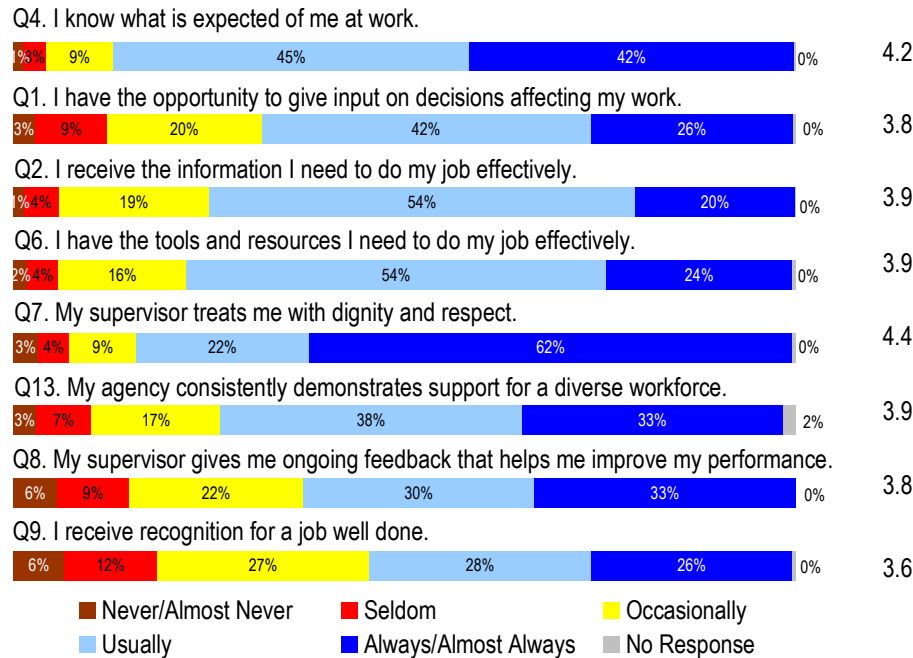Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Analysis:

- We are improving our timely completion of performance expectations.

- Our efforts to complete evaluations is a high priority at the Senior Management level

- Percentage of completed performance expectations improved from 55% (10/07) and 65.4% (12/07) to 68% (6/08).

Action Steps:

- We will transition to an annual performance and development planning timeline beginning fall 2008 which is part of Goal 4 in the 2009-2011 agency strategic plan.

- We posted Performance and Development Plan Guidance and a PDP resources page on HR website and HR Portal. This has been updated to reflect our transition to the annual timeline.

- We provide divisions updates on completions each quarter.

- We will work with divisions to identify training needs.

- We have refined tracking reports on the HR Portal and continue to enhance the system to meet supervisors and managers needs.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

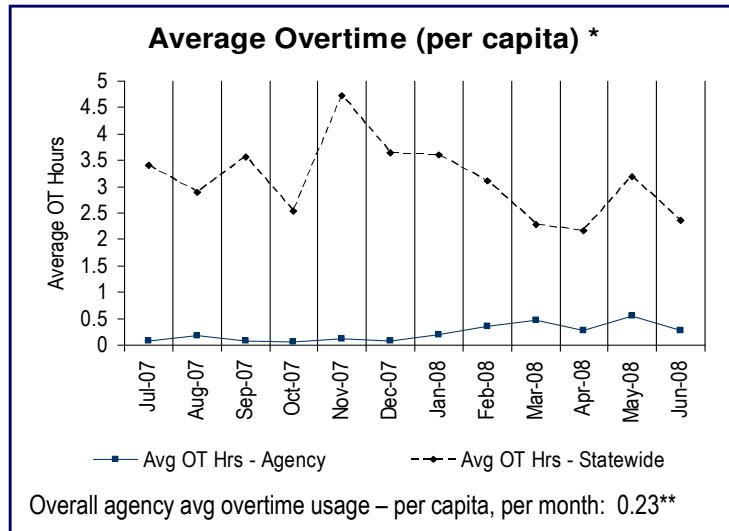**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)
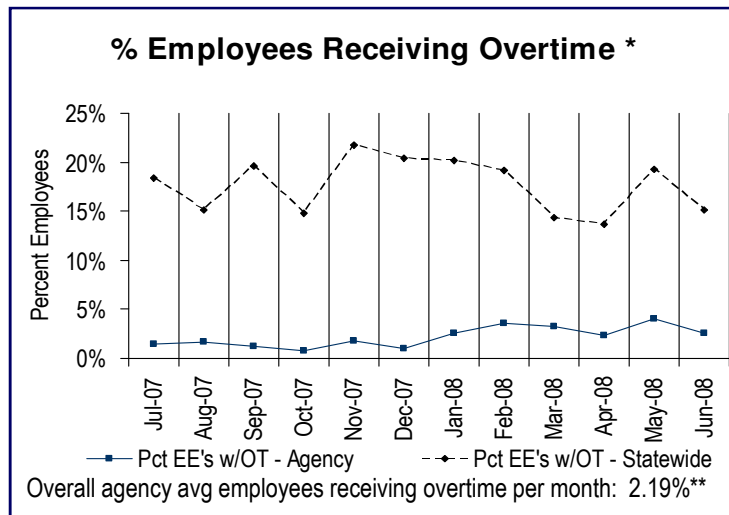
Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: Low

Avg

Q4. I know what is expected of me at work.

1% 3% 9% | 45% | 42% | 0% — 4.2

Q1. I have the opportunity to give input on decisions affecting my work.

3% 9% 20% | 42% | 26% | 0% — 3.8

Q2. I receive the information I need to do my job effectively.

1% 4% 19% | 54% | 20% | 0% — 3.9

Q6. I have the tools and resources I need to do my job effectively.

2% 4% 16% | 54% | 24% | 0% — 3.9

Q7. My supervisor treats me with dignity and respect.

3% 4% 9% | 22% | 62% | 0% — 4.4

Q13. My agency consistently demonstrates support for a diverse workforce.

3% 7% 17% | 38% | 33% | 2% — 3.9

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

6% 9% 22% | 30% | 33% | 0% — 3.8

Q9. I receive recognition for a job well done.

6% 12% 27% | 28% | 26% | 0% — 3.6

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Overall average score for "Productive Workplace" ratings:	3.93

Analysis:

- Questions 8 and 9 can be tied to performance assessment completion rate, as the formal feedback and recognition process. They can also reflect informal recognition that may or may not be shared in a way that is meaningful to individuals.

- 45% of staff stated that they only receive recognition for a job well done occasionally, seldom or never (Q9).

- Generally speaking, staff know what is expected of them at work.

- Overall score is good (3.9). State average is 3.8.

- High ratings for treating employees with respect, 4.4 (Q7).

Action Steps:

HR staff and Senior Management Team are working together to focus on improvement, especially in the setting of expectations/training plans and assessment of performance, which is part of Goal 4 in the 2009-2011 agency strategic plan.

Data as of 11/2007
Source: DOP Employee Survey 2007

9

Deploy Workforce

Overtime Usage

Agency Priority: Low

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
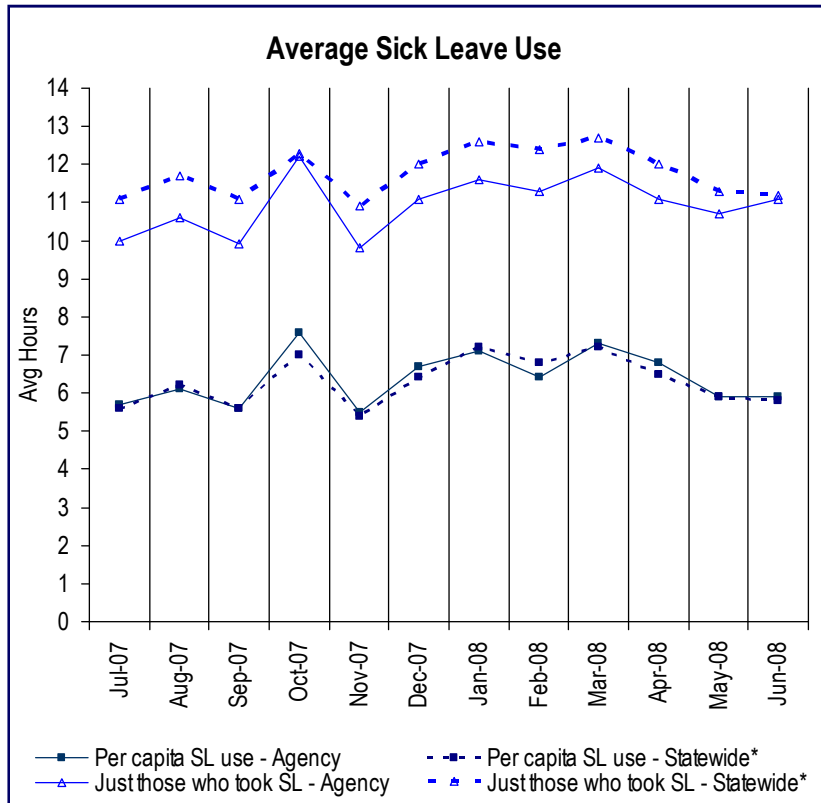
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

Overall agency avg overtime usage – per capita, per month: 0.23**

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency

Month	Cost
Jun-08	$9,930
May-08	$19,750
Apr-08	$9,826
Mar-08	$16,291
Feb-08	$13,651
Jan-08	$9,214
Dec-07	$3,251
Nov-07	$5,054
Oct-07	$2,180
Sep-07	$3,546
Aug-07	$6,250
Jul-07	$3,702

% Employees Receiving Overtime *

Overall agency avg employees receiving overtime per month: 2.19%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months
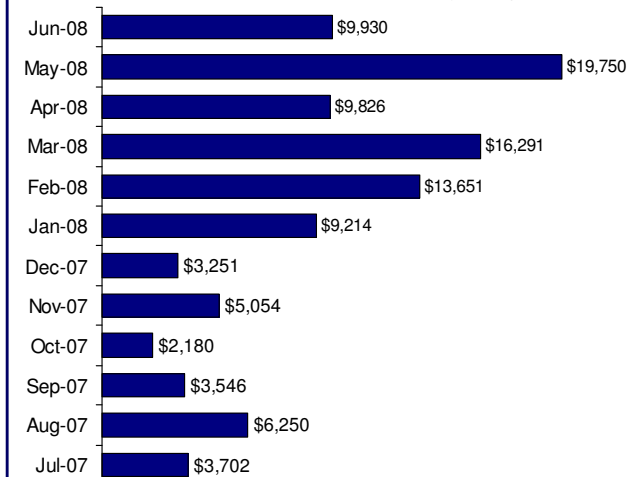
Analysis:

- 07/07 – 12/07 agency overtime use = $23,983
- 01/08 – 06/08 agency overtime use = $78,662
- Costs in first half of 2008 were more than triple the costs for second half of 2007.
- DOH overtime use per capita and percent of employees receiving overtime track well below statewide numbers.

Action Steps:

- The increase in overtime use during the first half of 2008 was due in large part to the implementation of a new licensing system in the Health Systems Quality Assurance division.
- HR staff will compile data on quarterly overtime use to pinpoint any concerns about the 2008 increase and see if this is a trend.

Data Time Period: 7/2007 – 6/2008
Source: HRMS BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Medium

Average Sick Leave Use

Per capita SL use - Agency
Just those who took SL - Agency
Per capita SL use - Statewide*
Just those who took SL - Statewide*

Analysis:

- Average hours of sick leave used per capita increased slightly (.2) over 7/1/07 – 12/31/07.

- Average hours of sick leave used by those who took sick leave increased by .3 over 7/1/07 – 12/31/07.

- Sick leave use per capita follows the statewide trend.

- Sick leave use for those who took sick leave was generally below statewide use.

Action Steps:

- Of the main nine (9) sick leave types we tracked, the majority of hours were taken by staff for their own illness (73,092.41 hours for FY08).

- The Health and Productivity Program is incorporating the Healthy Worksite Initiative (HWI) goals into our comprehensive workplan. Year two planning adds prioritizing interventions based on the biometrics and HRA data, workforce and workplace assessment, and implementation of key strategies.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.4 Hrs	**82.9**%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
10.9 Hrs	136.6%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 7/2007 – 6/2008
Source: HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Number of Non-Disciplinary Grievances Filed
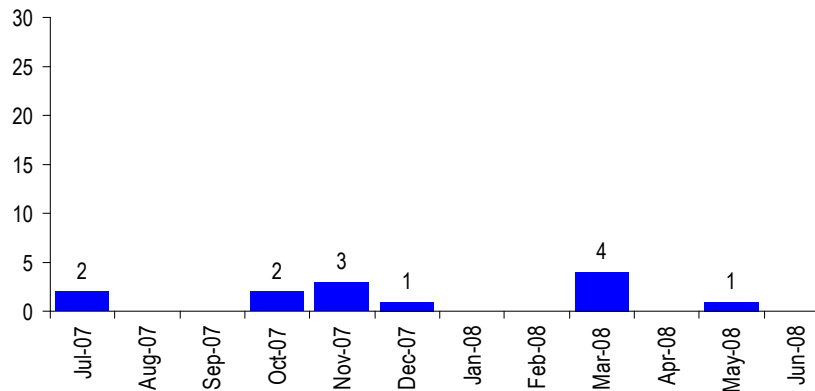
Total Non-Disciplinary Grievances = 13

Non-Disciplinary Grievance Disposition
(Outcomes determined during time period listed below)

Represented Employees (WFSE)

- 1 resolved at step 2 agreement
- 5 resolved at step 3
- 2 denied, not moved at step 2
- 1 denied, not moved at step 3
- 2 withdrawn at step 2

Non-represented Employees

- 1 resolved at step 1
- 1 withdrawn at step 1

Data Time Period: 7/2007 – 6/2008
Source: Labor Relations Office

Top 5 Non-Disciplinary Grievance Types
(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Performance Evaluation	5
2. Employee rights	2
3. Non-discrimination	2
4. Right to representation	2
5. Shared leave, personnel files, ethics, extension of probationary period	1 each

Analysis:

- The number of non-disciplinary grievances filed during FY08 was more than twice the number filed in FY07.

- For FY08 five grievances were filed for performance evaluation as compared to 1 in FY07. This increase coincides with an increase in the number of performance evaluations completed over the past fiscal year.

Action Steps:

- Continue to monitor for any unusual spikes in grievance activity especially regarding performance evaluations.

- Continue meeting with management teams or individual supervisors on performance evaluation process as needed.

- Continue to encourage effective early dispute resolution of grievances.

12

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Low

Filings for DOP Director's Review

1 Job classification

1 Rule violation

0 Name removal from register

0 Rejection of job application

0 Remedial action

2 Total filings

Filings with Personnel Resources Board

1 Job classification

0 Other exceptions to Director Review

0   Layoff

0 Disability separation

0 Non-disciplinary separation

1 Total filings

Non-Disciplinary appeals only are shown above.

Director's Review Outcomes

Agency prevailed on job classification.
Rule violation appeal was withdrawn.

Total outcomes = 2

Personnel Resources Board Outcomes

The appeal was withdrawn.

Total outcomes = 1

Data Time Period: 7/2007 – 6/2008
Source: Department of Personnel

Worker Safety: Health, Department of

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Analysis:

- DOH average number of claims is 2.24 claims per 100 FTEs

- DOH average compensable claims rate is .57 claims per 100 FTEs

- Cumulative trauma claims (71) account for most of our accepted claims, 51%, over the past 5 years.

- Our ratio of compensable claims to all claims is just 1:3.9 averaged over the past 5 calendar years.

Action Plan:

- HR will continue to monitor claims activity and maintain oversight to help keep the numbers low.

- HR and ORM will partner to review possible repetitive motion problems and reduce hazards.

- HR and ORM will continue staff and management education designed to reduce delays in injury reporting.

Annual Claims Rate:

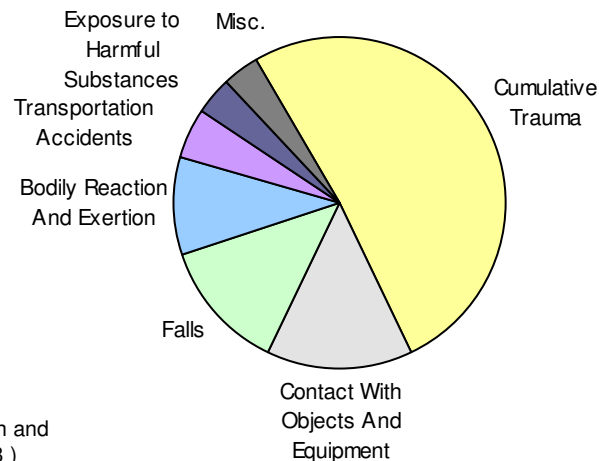Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

- claims rate
- compensable claims rate
- projected claims rate
- projected compensable claims rate

All rates as of 06-30-2008
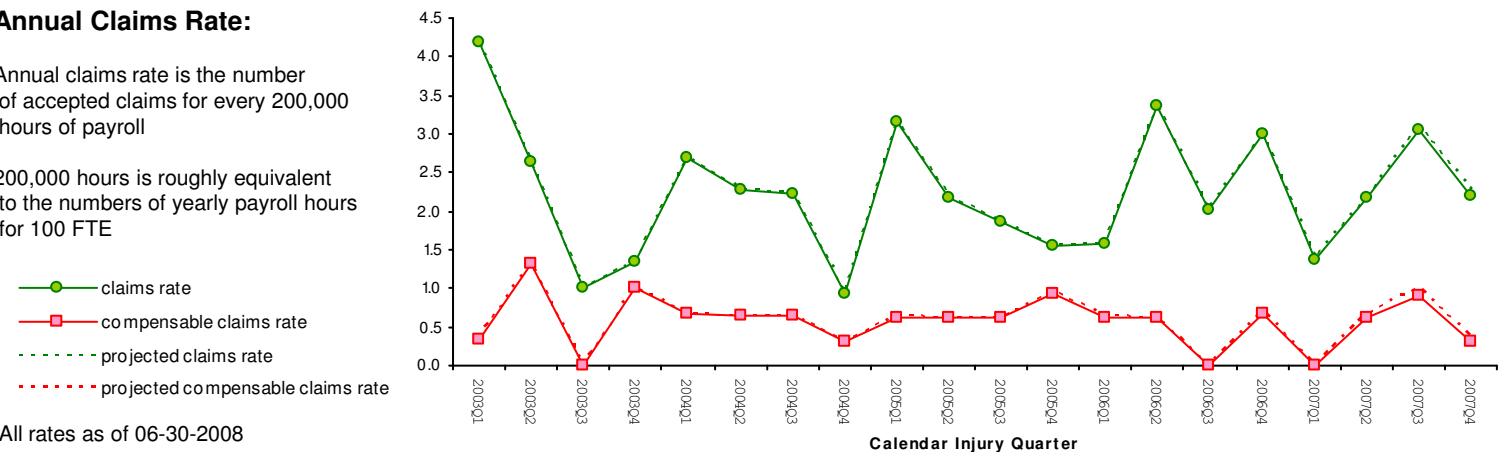
Accepted Claims by _Occupational Injury and Illness Classification System_ (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')

Exposure to Harmful Substances
Transportation Accidents
Bodily Reaction And Exertion
Misc.
Cumulative Trauma
Falls
Contact With Objects And Equipment

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	64
9	Other Events Or Exposures	7

14

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

> **Percent employees with current individual development plans = 68%***

*Based on 934 of 1365 reported employee count
Applies to employees in permanent positions, both WMS & WGS

Analysis:

- We are improving our timely completion of performance expectations
- Percentage of completed individual development plans improved from 55% (10/07) and 65.4% (12/07) to 68% (6/08).
- Our efforts to complete development plans is part of Goal 4 in our strategic plan for 2009-2011.

Action Steps:

- Beginning fall of 2008 we will transition to an annual timeline to support our goal of 100% completion.
- We posted and updated Performance and Development Plan Guidance and a resources page on HR website and HR Portal.
- We provide divisions updates on completions each quarter.
- We continue to work with divisions to identify training needs
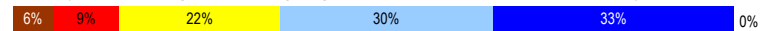
Employee Survey "Learning & Development" Ratings

Agency Priority: Low

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 4% | 9% | 18% | 35% | 33% | 1% | 3.8 |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 6% | 9% | 22% | 30% | 33% | 0% | 3.8 |

- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

> **Overall average score for "Learning & Development" ratings: 3.80**

Analysis:

- Scores for both statements match or exceed state scores. Most employees feel they have opportunities to learn and grow in DOH.
- Scores for both statements were unchanged from the 2006 Employee Survey results.

Action Steps:

- We continue to work with divisions to identify training needs.
- We are enhancing tracking reports on the HR Portal and configure the system to meet supervisors and managers needs.

Data as of 11/2007
Source: DOP Employee Survey 2007

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 67%*

*Based on 802 of 1206 reported employee count
Applies to employees in permanent positions, both WMS & WGS

Analysis:

- We are improving our timely completion of performance expectations.

- Percentage of completed performance evaluations improved from 54% (10/07) and 61% (12/07) to 67% (6/08).

- Our efforts to complete evaluations is a high priority at the Senior Management level.

Action Steps:

- Beginning fall of 2008 we will transition to an annual timeline for performance and development planning and assessment which supports Goal 4 in our 2009-2011 strategic plan.

- We posted and updated Performance and Development Plan Guidance and a resources page on HR website and HR Portal.

- We provide divisions updates on completions each quarter.

- We continue to refine tracking reports on the HR Portal and enhance the system to meet supervisors and managers needs.

Data as of 7/2007 – 6/2008
Source: HR Portal Evaluation Database

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: Low

Avg

Q3. I know how my work contributes to the goals of my agency.
2% 4% | 9% | 41% | 44% | 0% — 4.2

Q10. My performance evaluation provides me with meaningful information about my performance.
11% | 12% | 20% | 32% | 20% | 5% — 3.4

Q11. My supervisor holds me and my co-workers accountable for performance.
3% 5% | 10% | 39% | 42% | 1% — 4.1

Q9. I receive recognition for a job well done.
6% | 12% | 27% | 28% | 26% | 0% — 3.6

Legend: Never/Almost Never, Seldom, Occasionally, Usually, Always/Almost Always, No Response

Overall average score for "Performance & Accountability" ratings: 3.83

Analysis:

- Scores match or exceed state scores for each statement except Q10 where we trail by .1.
- Questions 9 and 10 reflect the lack of focus on setting expectations and development plans and assessing staff performance.
- Supervisors appear to be communicative about how staff work links to the agency goals and they do seem to hold staff accountable for performance; it just isn't necessarily done using the formal processes or formats.
- Overall score is good at 3.8.

Action Steps:

- Beginning fall of 2008 we will transition to an annual timeline for performance and development planning and assessment which supports Goal 4 in our 2009-2011 strategic plan.
- We continue to work with supervisors to complete timely annual performance evaluations.
- We will work with divisions to identify training needs.

Data as of 11/2007
Source: DOP Employee Survey 2007

17

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	1
Reduction in Pay*	0
Total Disciplinary Actions*	**1**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Misuse of state resources

Analysis:

- In DOH, disciplinary actions are traditionally a low impact area.

Action Steps:

- HR will continue to monitor for any significant increases in types of issues, consistency of approach, or other factors that appear.

Data Time Period: 7/2007 – 6/2008
Source: HRMS BI

Reinforce Performance

Disciplinary Grievances and Appeals

Agency Priority: Low

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

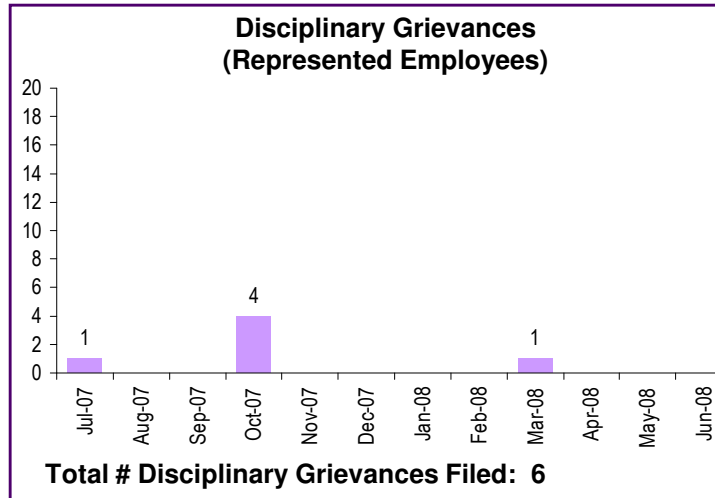Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Total # Disciplinary Grievances Filed: 6

Disposition (Outcomes) of Disciplinary Grievances

Represented Employees (WFSE)

- 2 resolved at step 2
- 4 resolved at step 3

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

Analysis:

- During this time frame, 10 employees were disciplined. Four employees did not file a disciplinary grievance or appeal. Six employees did contest the action taken; two were resolved at step 2 and four were resolved at step 3.
- We have not had any arbitrations to date.
- The number of disciplinary grievances and appeals remains low and is not significant.

Action Steps:

- HR will continue to monitor for any unusual increases and trends.

Data Time Period: 7/2007 – 6/2008
Source: labor Relations Office

19

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions
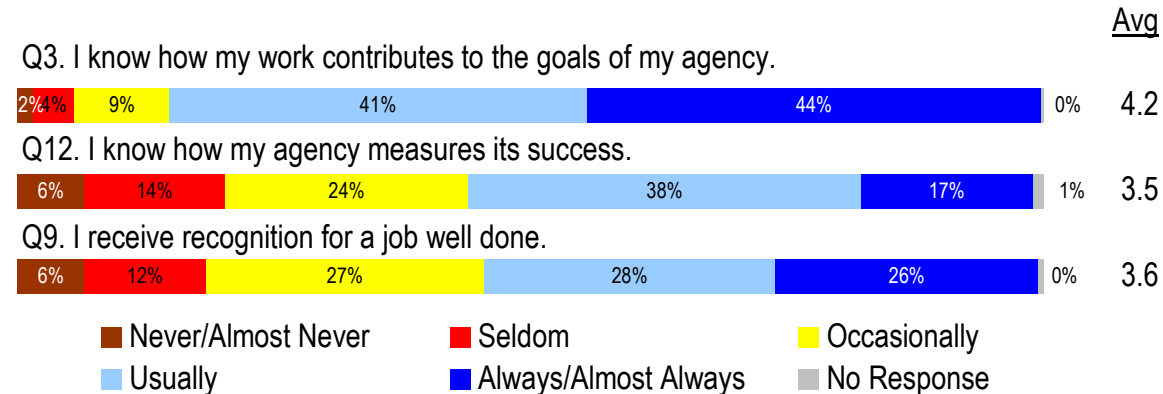
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: Low

Avg

Q3. I know how my work contributes to the goals of my agency.

| 2% | 4% | 9% | 41% | 44% | 0% | 4.2 |

Q12. I know how my agency measures its success.

| 6% | 14% | 24% | 38% | 17% | 1% | 3.5 |

Q9. I receive recognition for a job well done.

| 6% | 12% | 27% | 28% | 26% | 0% | 3.6 |

Legend:
- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Employee Commitment" ratings: 3.74

Analysis:

- Scores for each statement match or exceed state scores.

- While staff may understand how their work contributes to the success of the agency, their understanding of how that success is measured is less clear. Only 55% of the employees usually, always or almost always knows how the agency measures its success.

- We appear to have a committed workforce.

Action Steps:

- We have established an Office of Performance and Accountability that is responsible to develop the agency strategic plan, and guide GMAP and HealthMAP (the internal DOH GMAP approach) activities. This office is setting framework, workgroups and tracking systems to improve our results.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

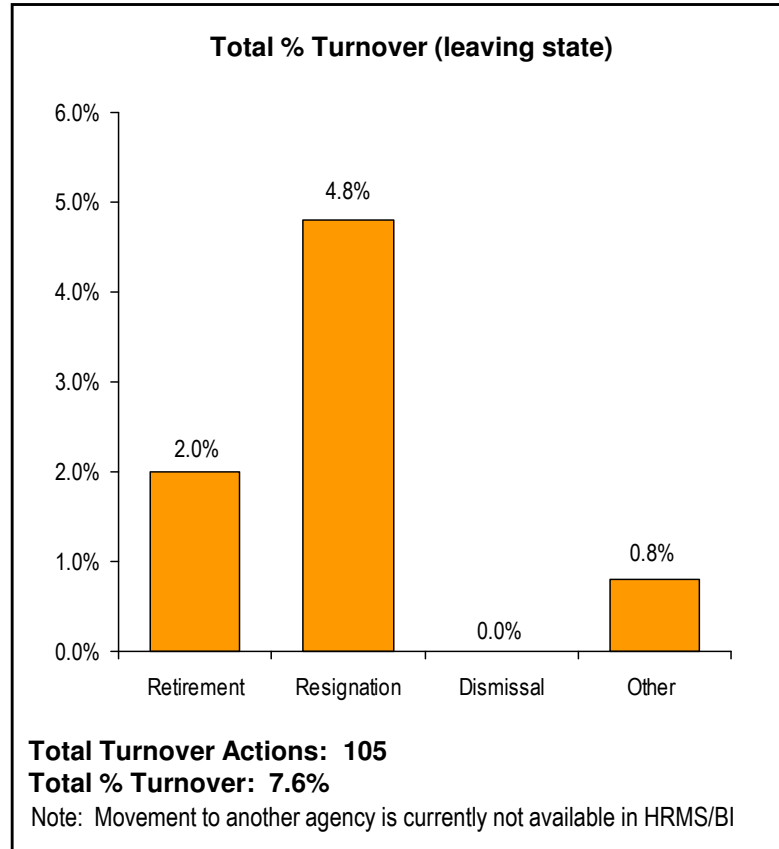Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Low

Total % Turnover (leaving state)

Bar chart showing:
- Retirement: 2.0%
- Resignation: 4.8%
- Dismissal: 0.0%
- Other: 0.8%

Total Turnover Actions: 105
Total % Turnover: 7.6%
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- Retirement = 2.0%
- Resignation = 4.8%
- Dismissal = .0%
- Other = .8%
- Annual turnover rate = 7.6%
- Turnover rate for 7/07 to 12/07 was 4.2%. For 1/08 – 6/08 it was 3.4%. For the entire fiscal year 2008 the rate was 7.6%.
- Since the agency has an aging workforce it will face more retirements over the next 10 years.
- HRMS/BI Data does not include movement between agencies.
- Data appears lower than in prior years, especially considering the increasing numbers of staff eligible to retire.

Action Steps:

- HR staff will continue to track and identify any trend changes and impacts on recruitment needs.
- Use exit interview data to identify issues that may contribute to staff turnover and can be improved.
- Explore appropriate succession strategies.

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
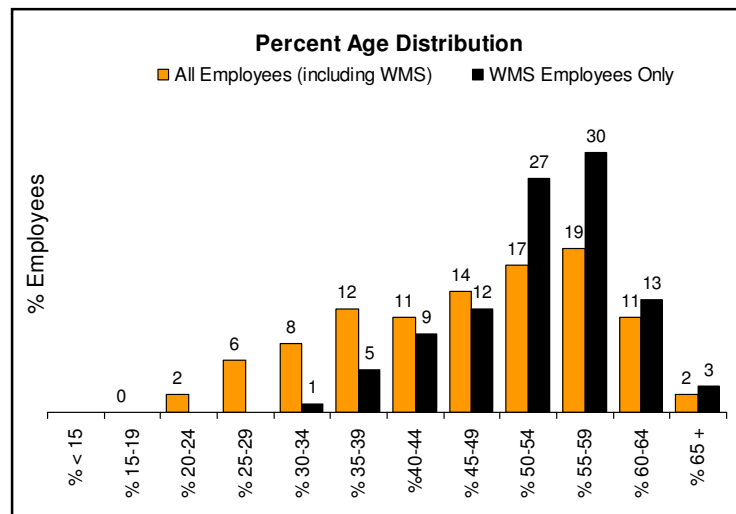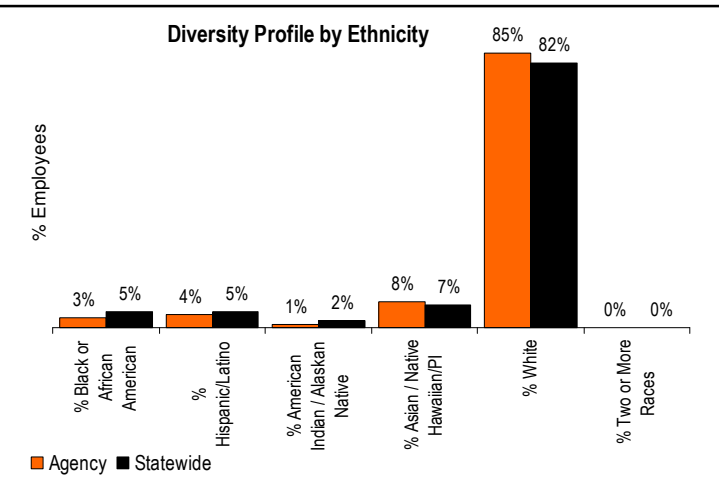
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: Medium

	Agency	**State**
Female	66%	53%
Persons w/Disabilities	4%	4%
Vietnam Era Veterans	4%	6%
Veterans w/Disabilities	2%	2%
People of color	16%	18%
Persons over 40	73%	75%

Diversity Profile by Ethnicity

% Employees

	Agency	Statewide
% Black or African American	3%	5%
% Hispanic/Latino	4%	5%
% American Indian / Alaskan Native	1%	2%
% Asian / Native Hawaiian/PI	8%	7%
% White	85%	82%
% Two or More Races	0%	0%

■ Agency ■ Statewide

Percent Age Distribution

■ All Employees (including WMS) ■ WMS Employees Only

% Employees

Age	All Employees	WMS Employees Only
% < 15		
% 15-19	0	
% 20-24	2	
% 25-29	6	
% 30-34	8	1
% 35-39	12	5
%40-44	11	9
% 45-49	14	12
% 50-54	17	27
% 55-59	19	30
% 60-64	11	13
% 65 +	2	3

Data as of 6/2008
Source: HRMS BI

Analysis:

- Majority of staff are female, Caucasian and over 40.

- Average age is 47. Median age is 49.

- 49.Low on targets for people of color, Vietnam Vets, and persons over 40 as compared with the state.

- Female increased 3%; people of color increased 1% from April HR Management Report.

- Statistics gathered between July 2007 through June 2008 indicate that applicant pools are diverse

  Officials and Administrators job group indicate that 34.37% (122 total applicants) of the certified applicant pool* are People of Color or Affected Group members.

  Public Health Professional job group indicate that 38.14% (442 total applicants) of the certified applicant pool* are People of Color or Affected Group members.

  * applicants who are sent to the hiring authority for review and consideration.

Action Steps:

- Continue tracking and communicating AA information and outreach efforts to management.

- On October 20, 2008 the first Multicultural Summit will be held to share information with supervisors and managers to increase awareness of efforts, resources and their role in creating a diverse workforce.

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

Agency Priority: Medium

Employee Survey "Diversity" rating

Avg

Q13. My agency consistently demonstrates support for a diverse workforce.

3%	7%	17%	38%	33%	2%

3.9

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Average rating for "Agency support for a diverse workforce":	3.94

Analysis:

- Score shows a high ranking (.1 higher than the state score).

- 71% of staff (usually, always or almost always) feels the agency consistently demonstrates support for a diverse workforce.

- This is the first time this question was asked in the employee survey.

Action Steps:

- Continue to sponsor diversity presentations and displays at our facilities throughout the year.

- Continue to provide staff information about multicultural and cultural competency efforts on the agency website.

- Continue to support agency multicultural workgroups which help integrate cultural competency at program and systems levels.

Data as of 11/2007
Source: DOP Employee Survey 2007

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

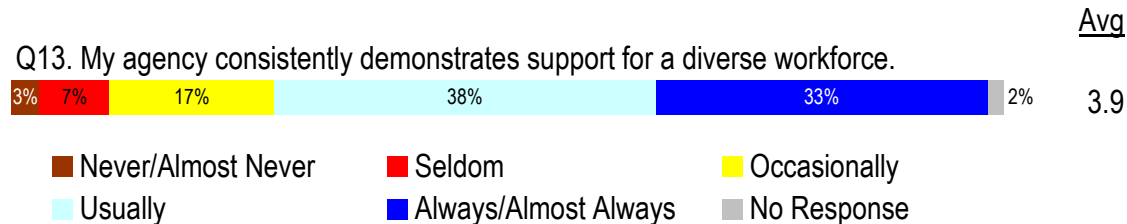Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)